

QUALIFICATIONS
Reuse Planning for Fort Lawton Army Reserve Center

COLLINSWOERMAN

March 7, 2008





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Mr. Dave Barber
City of Seattle
Fleets and Facilities Department
700 5th Avenue, Suite 5200
Seattle, WA 98124-4689

Dear Mr. Barber:

I am pleased to submit this proposal in response to the City's need for consulting services for the Fort Lawton Army Reserve Center Reuse Planning effort. We have assembled this team to fulfill all of the tasks outlined in the City's RFP.

Our team is highly skilled in public facilitation and outreach strategies. RBF Consulting has a wide range of experience with military base closures and the many issues and procedural requirements of this process. Our other team members are all highly skilled in their respective fields of Transportation, Natural Resources, Historical Resources, Geotechnical and Sensitive Areas, Infrastructure Engineering and Affordable Housing.

Our team brings a commitment to work collaboratively with the City, stakeholders and the Magnolia Community to define and adopt a Reuse Plan that is a model for the future. We appreciate the opportunity to assist the City of Seattle with their needs.

Best regards,

Harold Moniz
Senior Planner
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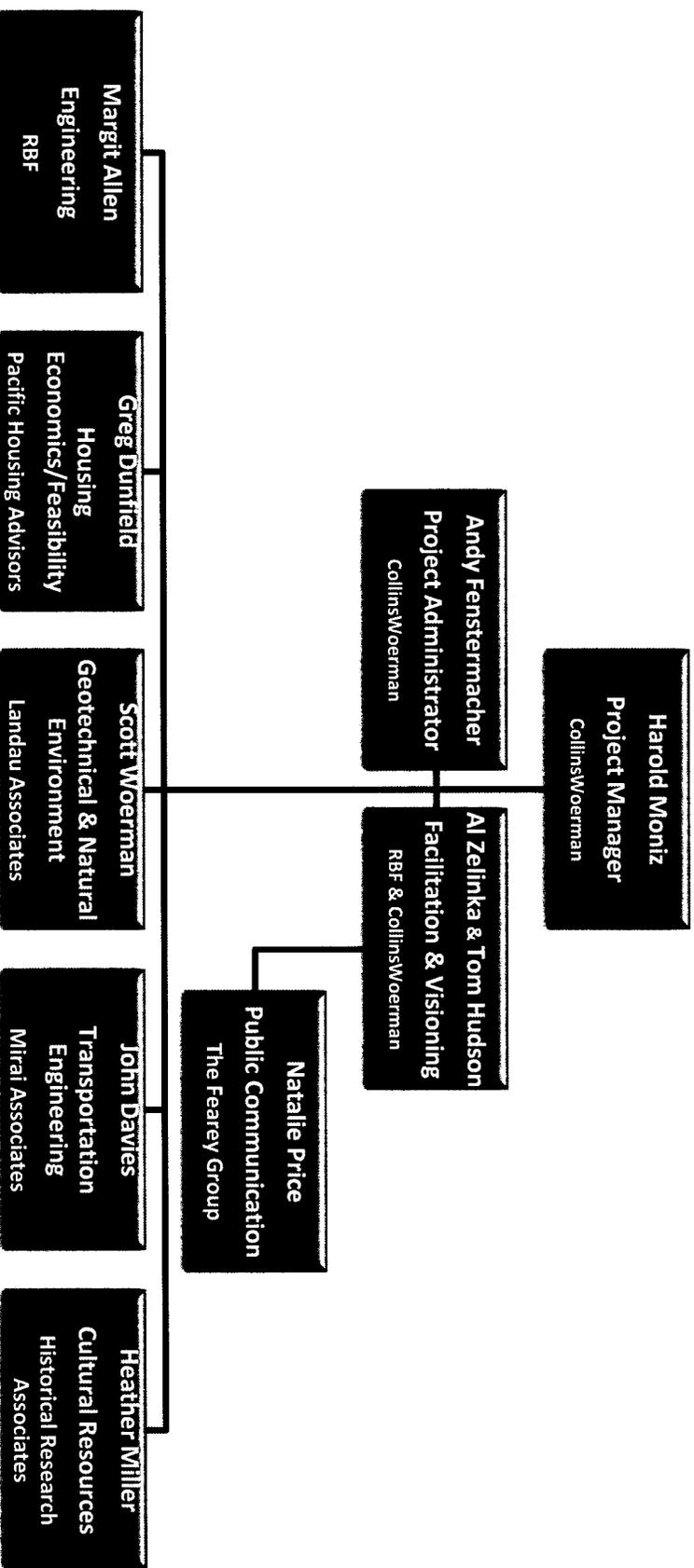
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ORGANIZATION CHART







OVERVIEW AND APPROACH

OVERVIEW AND APPROACH

BACKGROUND AND CONTEXT

Our team is pleased to have this opportunity to assist the City of Seattle, as the Local Reuse Authority (LRA), on planning for the transformation of the Fort Lawton Army Reserve Center. This property exhibits the classic dynamics of redevelopment within an existing community. How does the City provide for the many needs of the public while seamlessly integrating into the existing neighborhood? Our team believes that these issues are not mutually exclusive and through a collaborative effort, the Magnolia community and City will find solutions.

The property available for development, comprised of approximately 31 acres and 11 buildings, represents a unique and challenging opportunity. Its location between Seattle's largest public park and a quiet and distinct residential neighborhood makes the reuse property an important transition area. It has the potential to connect existing homes and residents of Magnolia to the open space and recreational opportunities of Discovery Park. Any proposed redevelopment should respect these two areas for their value to both neighborhood residents and the people of Seattle at large.

Notices of Interest were solicited by the City for potential public benefit conveyances and the development team was subsequently announced in February 2008. Our team was formed to bring the necessary skills, knowledge and experience to facilitate the public/private partnership to ensure project success. We are excited to work with the City Client Group, its development partners and the Magnolia community in crafting a Reuse Plan that will be supported by the neighborhood and ultimately approved by HUD and the Department of Defense.

We understand there are challenges and opportunities related to the redevelopment of the Fort Lawton Army Reserve Center, including:

Social and Economic

- Integrating diverse interests and uses, including mixed income housing types and residents, preservation of open space, and the incorporation of possible social services within the existing neighborhood
- Creating economic feasibility, especially with regard to the Department of Defense's compensation expectations
- Locating homeless housing and services away from traditional urban areas
- Enhancing and connecting to the Daybreak Center
- Addressing crime and safety issues for the neighborhood
- Reviewing historic and heritage preservation/enhancement



Maintaining or enhancing existing property values

Physical and Natural environments

Unsuitable infrastructure and the costs involved in replacement

Transportation impacts to the existing neighborhood

Sensitive area protections and enhancing wildlife habitat

Sustainable development strategies

Our team member, RBF Consulting, is experienced in military base closure and redevelopment, including all of the engineering services needed to support planning efforts. RBF is experienced in coordinating interests between government agencies and intended users, overcoming site and jurisdictional constraints, and preparing engineering analyses for proposed development alternatives.

PUBLIC OUTREACH/ENGAGEMENT

Our approach is rooted in community based planning principles. These principles emphasize public outreach, education and ownership of the results. We believe an informed majority will make good decisions. A key strategy of our public outreach is referred to as D.I.G: Discovery, Insight and Guidance. During the discovery phase, we will engage stakeholders and the community to identify and test redevelopment options and tools. During the insight phase, we will collaboratively dig more deeply into alternative systems for redevelopment from distilling information and seeking the essence of what is important. Opportunities for guidance from all stakeholders will be built into every stage of research and planning. Engaged and informed stakeholders and community members will provide the Guidance necessary to develop the sound goals that lead to a final reuse plan.

Our team brings considerable experience to creating a successful planning process. We know how to initiate the early stages of a project in order to minimize controversy and obstacles at later stages. We understand the difference between ends (the goals and vision for a project) and means (the tools to achieve those goals). Tom Hudson, of CollinsWoerman, and Al Zelinka, of RBF's Urban Design Studio, have worked in many communities where paralysis was the norm due to endless debate about means. Tom and Al helped these communities find common ground and prioritize their goals in ways that engaged them to decide which tools would get them where they wanted to go.

UNDERSTANDING EXISTING CONDITIONS

Once agreement is reached with the City Client Group on the Public Information/Outreach Plan, we will begin an evaluation of the existing site conditions. This task is an essential component as it sets the table for engaging stakeholders and the community in the goal setting and visioning process. This layer

of knowledge, combined with local experiences, will help guide creation of alternative solutions. This component of the planning work will include:

- Existing building reuse evaluation
- Existing infrastructure evaluation
- Context, demographic, land use and zoning information
- Potential historic resources
- Wildlife and natural resources
- Traffic and transit conditions
- Geotechnical evaluation and sensitive areas identification
- Drainage analysis
- Housing program options

Our team of experts will mine the Fort Lawton Reserve site for information and provide key insights and strategic information. In tandem with the investigation of site conditions, our team will also objectively consider strengths, weaknesses, opportunities and threats presented by the site and the surrounding area.

CREATING A SHARED VISION

The next step in this process focuses on the establishment of a vision for the reuse of the Fort Lawton Army Reserve Center. As part of this process, CollinsWoerman – working in conjunction with RBF’s Urban Design Studio and community facilitation specialists The Fearey Group – will conduct a variety of workshops with community members, the City Client Group, the development team, local elected officials, and other potential stakeholders. These exercises serve a number of purposes. They educate stakeholders on the options and costs of redevelopment options, they create the opportunity to build dialogue amongst sometime contentious parties, and they ultimately gather input with regard to the preferences and objectives of the stakeholders. The insight generated from this process will then be used to form a clear vision framework that will guide subsequent tasks in the reuse planning process. Tom Hudson and Al Zelinka are highly skilled public facilitators who have worked together guiding many communities to successful outcomes using a similar process. Our team members at The Fearey Group have worked for the City of Seattle, the Seattle Housing Authority and Department of the Navy. They have built trusted relationships with many of the stakeholders in this community by participating in the work at the Capehart site.

USING THE VISION TO DEVELOP PROGRAM ALTERNATIVES & SITE CONCEPTS

Once the visioning phase of the project is complete, our team will work closely with the City Client Group and development team to refine the various program alternatives. Each of the alternatives will be evaluated against the overall vision and goals developed through community and stakeholder involvement. The program alternatives will also be tested for traditional impacts such as traffic, future infrastructure costs and environmental issues.



The evaluation and testing of program alternatives will be summarized for stakeholder and community review. The validation of program alternatives by these groups will create ownership of the product and process. An objective evaluation process is critical for decision making by the stakeholders and community.

Our team, led by CollinsWoerman & RBF, will facilitate the evolution of three individual site concept alternatives as guided by the City Client Team and development team. We will further evaluate these alternative site concepts to determine specific improvements, impacts, cost estimates, potential implementation schedules and other objective factors. We will provide a means to evaluate each alternative in relationship to the vision plan and other goals and objective measures. This will assist in selecting a preferred alternative or combination of alternatives for the final Reuse Plan.

DISTILLING THE SITE CONCEPTS INTO A PROPOSED REUSE PLAN

Selection of the preferred alternative or combination of alternatives will allow our team to fully develop the proposed Reuse Plan. Locations of improvements, building reuse, services, uses and other elements of the Plan will be detailed as much as possible. Estimated costs and values, implementation schedules, infrastructure improvements and other related information will be developed and submitted for review. Our team will provide recommended approaches to zoning changes and other regulatory issues necessary to ensure implementation of the plan





SCOPE OF WORK

This scope of work presents a comprehensive approach to the development of a Reuse Plan for the Fort Lawton Army Reserve Center. It describes the necessary tasks to achieve the goals and objectives for this project and is based on our Project Approach.

TASK 1: COMMUNITY INVOLVEMENT PROCESS

Prepare Community Involvement Framework & Materials

Our team recommends an approach to public participation that offers continuous opportunities for meaningful input and involvement throughout the life of the reuse project – all of which are strategically organized to develop a consensus-based vision, local ownership, and foster community awareness and excitement about the Reuse Plan's authenticity and context-sensitive potential. As part of these efforts, we will create a variety of materials to support in our outreach efforts based on all previous tasks. The outreach materials that will be prepared are listed below.

- Project Web Materials. The incorporation of an Internet outreach component for the Fort Lawton Army Reserve Center Reuse Plan will heighten the level of participation by the community and increase knowledge of the project. The existing City of Seattle web site provides convenient 24-hour access to project information and provides input opportunities for stakeholders and community members who cannot be involved directly in person. The web site will be enhanced to include online documents, photographs, renderings, project alternatives, questionnaires, etc., as well as meeting notices, list of contacts, schedules, and flyers. We will work with the city to periodically updating the web site with new information provided to them.
- Informational Pamphlet. We will prepare general information and an outreach flyer (or pamphlet) to introduce interested parties to the project – to be used throughout the process.
- Workshop Flyers/Posters. We will develop flyers and posters to promote ongoing workshops and meetings. These flyers will be placed on the project website as PDF files for easy downloading and will be placed at various locations throughout the neighborhood and other locations. The City Client Group may also wish to advertise in the newspaper or to contact community members and stakeholders via direct mailings.
- Calendar of Proposed Meetings and Schedule. We will prepare a master calendar for the community involvement effort that will include dates of community workshops, newsletter distribution, etc. The calendar will be updated as needed throughout the project.
- Comment Form. A short comment form will be developed that allows community members to express their ideas and thoughts in written form. This form will be located on the website and at various locations throughout the neighborhood and City.
- Project Newsletter. Newsletters will be prepared periodically throughout the project to educate and inform the community about the project, highlight participation, and maintain enthusiasm. The newsletter format will be prepared in coordination with the City Client Group.

- Supplemental Outreach Strategies. We will work with the City Client Group to prepare a list of potential outreach strategies that may be employed to achieve a heightened level of participation. These strategies may include: presentations to local organizations, identifying locations for posting flyers, etc.

Community Reuse Educational Series

Education before participation is important for successful reuse projects. We will organize a series of upfront educational workshops in conjunction with community workshops. This will educate and inform the community about base reuse and issues related to the future of the Fort Lawton Army Reserve Center. The details of these workshops will be developed in collaboration with the City Client Group.

Based on experience and the site context, we believe the following educational topics are among those that could be appropriate to offer:

- Market-based, Workforce, and Affordable Housing Integration
- Leading Approaches to Providing for Homeless Needs
- Neighborhood Stability and Well Being

Stakeholder Interviews

We will interview key project stakeholders to further understand important issues and opportunities, and to clarify reuse objectives. Interviews will be determined in consultation with the City Client Group. We anticipate this will include the Development Team and Group Stakeholders at a minimum.

We will work with the City Client Group to determine efficient scheduling of the interviews, and whether face-to-face and/or phone interviews are most appropriate. Small focus group discussions will be considered as an alternative to interviews with individuals. Face-to-face interviews will be scheduled for a single day or as otherwise agreed to with the City Client Group.

Community Workshops & Meetings

We will facilitate a community outreach program aimed at involving the local community as participants in the reuse process. A successful outreach program will lead to a final Reuse Plan that is fiscally sound, responsive to the needs of the City Client Group and Development Team, and serves the community. Activities will include community meetings or workshops. For the purposes of this proposed scope of work and its associated budget we have assumed up to ten (10) community workshops and meetings. Members of our team will facilitate these meetings and provide focused tabletop information, supporting graphics and handouts. The exact nature of the workshops and meetings will be determined in coordination with the City Client Group. The following are suggested for a successful reuse process:



SCOPE OF WORK

- Understanding the Reuse Opportunity: The goals of this kick-off community workshop are multi-fold. In addition to reviewing the overall reuse project to the community, the workshop will consider site conditions and history, brainstorm initial visions, and build excitement for the project.
- Reuse Visioning Workshop: We will facilitate a one-day Reuse Visioning Workshop. The purpose of this charrette-style event will be to clarify key project issues, identify conflicting interests, and outline common ground. Participation in the session will be determined in consultation with the City Client Group. We recommend including interview participants and the community-at-large.
- Community Workshop: Review of Alternatives. Our team will present the goals, objectives and alternative development scenarios at this community workshop (approximately one-half day). The specific format of the workshop will be determined in consultation with the City Client Group with the intent of facilitating discussion to refine the goals & objectives, identify preferred concepts and/or scenarios, and provide direction for subsequent tasks.
- Community Workshop: Conceptual Development Plan Presentation & Review. We will present the Concept Development Plan at this community workshop, focusing on key recommendations. The specific format of the workshop will be determined in consultation with the City Client Group with the intent of facilitating discussion to refine and build consensus support for the overall concept.

TASK 2: EXISTING CONDITIONS ANALYSIS

Approach

The Team will collect existing baseline materials from the City of Seattle, the Army, and other local agencies. The Team will rely upon the City of Seattle to provide relevant local environmental documents, policies, and key regulations. We will assemble readily available regional, state and federal agency documents, policies, and key regulations applicable to the assessment of the Fort Lawton Army Reserve Center for redevelopment. This task will highlight relevant components of these documents that offer insight on opportunities or constraints for reuse.

We propose to acquire and review materials consisting of data pertaining to traffic counts, aerial photography, base maps, utility "As-built" drawings, utility atlas maps and master plans, assessor's parcel data, existing land use maps, building square footage, demographics, relevant plans, and other available documentation.

We will review and evaluate available pertinent documentation to gain familiarity with local and regional development issues within the context of the existing and potential future community, and to understand and assess physical and environmental conditions. The Team will review existing documents, including the City's Comprehensive Plan, circulation plans and associated traffic studies, the Fort Lawton Army Reserve Center Site Assessment Report, environmental information related to cleanup issues, infrastructure information available from the Army, water and wastewater information from the City of Seattle and existing hydrology reports and maps.



The Team will prepare an Opportunities and Constraints Analysis to identify key characteristics of the project area that present potential opportunities for redevelopment and revitalization within the Fort Lawton Army Reserve Center. We will identify site characteristics that would likely limit or place constraints on future development activities, and those that present positive attributes and opportunities.

Disposition Strategy Coordination

Our Team recognizes that the future viability for implementation of the Reuse Plan is directly dependent on the Army's disposition strategy for the land. Several elements of the Reuse Plan and supporting studies will result from the disposition method used. We therefore propose as our first step in the redevelopment analysis a meeting with the City Client Group to collaborate on the anticipated disposition strategy. In this collaboration we plan on informing the City Client Group of the associated requirements, commitments, limitations and analysis required with the use of each disposition strategy. Further, we propose to conduct a series of short, intensive coordination meetings and telephone contacts with appropriate Army and City Client Group staff regarding their intent, desires and requirements for each candidate strategy.

The conclusions and recommendations of this task will be further evaluated in Task 3, Site Alternatives, in the formulation of a strategy for disposition of the property with the Army, public and non-profit entities, and private developers, if there are any. If the intent is to dispose of the property primarily as a series of Public Benefit Parcels, we will plan accordingly.

As part of this task, our staff in conjunction with the City Client Group staff, will conduct an all-day field reconnaissance site visit within and surrounding the Fort Lawton Army Reserve Center. During this reconnaissance investigation, our project team will document existing conditions by taking photographs, making map notes, citing existing and unusual circumstances, and noting access issues, land use issues, development opportunities, circulation constraints, and other related issues.

Infrastructure Studies

Our Team will provide experts in the following technical areas to investigate, document and analyze the existing conditions of the Fort Lawton Army Reserve Center. (note: this scope assumes no destructive testing of existing infrastructure).

Circulation

In coordination with the team's traffic and transportation engineer, the site's existing roadway system will be inventoried, based on a site visit and review of Army mapping (General Development Map) of the Reserve Center. Existing connections to adjacent arterials will be included as well as traffic signals in place. Existing parking lots will be identified and their condition will be reviewed.



Hydrology

The RBF Team will review the existing 100-year flood inundation maps to determine the overall relevance of the project site to the need for additional onsite flood retention that could likely result from site development alternatives. We will conduct a reconnaissance level field review of the existing storm drainage, collection and discharge system. We will consider current local, state, and federal requirements for storm collection and discharge and will identify the likely anticipated facility additions and/or modifications for anticipated reuse alternatives.

Water Supply & Distribution System

The RBF Team will identify the sufficiency of the current water supplies to identify the likely constraints on redevelopment to satisfy anticipated potable water, landscape irrigation and emergency fire fighting demands. We will conduct a reconnaissance level field review to identify the existing water treatment (chlorination), distribution and storage facilities in an overview based on Army infrastructure records and plans. We will determine the adequacy of existing facilities for future base redevelopment and coordinate with the local water agency to determine agency standards and nearby water facilities. We will consider system requirements in relation to pertinent local, state and federal regulations and generally accepted practices pursuant to the American Water Works Association (AWWA) and acceptable standards of practice for municipal water system operations and maintenance. If necessary, we will make recommendations for a more detailed condition assessment survey of the water system to determine its remaining useful life. We will identify the likely additions, modifications and replacement facilities needed for planned reuse scenarios.

Wastewater Collection & Treatment System

The RBF team will conduct a reconnaissance level field review to identify the adequacy of the existing wastewater collection and conveyance system components. We will make random inspections of manhole conditions and wastewater pumping facilities. We will obtain and review available documentation on reported spills and emergency repairs.

The RBF team will review available wastewater treatment capacity assessments and planned capital improvements for the City of Seattle's wastewater treatment plant. We will consider wastewater system requirements in relation to pertinent local, state and federal regulations and generally accepted practices and acceptable standards of practice for municipal wastewater system operations and maintenance. If necessary, we will make recommendations for a more detailed condition assessment survey of the wastewater system to determine its remaining useful life. We will identify the likely additions, modifications and replacement facilities needed for planned base reuse scenarios.

Power, Electrical Supplies

The RBF team will conduct a reconnaissance level field review to identify the adequacy of the existing electrical power supply and distribution systems within the Reserve Center and nearby facilities. Additionally, we will review in-the-field the conditions of the existing onsite power distribution facilities. We will obtain and review available documentation on historical power deliveries, onsite use and existing service agreements and contracts.



Public Services

Through coordination with the City of Seattle and servicing districts and purveyors of services for the vicinity, existing services will be inventoried, including schools, solid waste collection, cable, internet and telephone.

Geotechnical Evaluation

Landau Associates' approach for conducting the geotechnical engineering evaluation at the site focuses on identifying overall soil and groundwater conditions that could pose a constraint to redevelopment. The geotechnical evaluations will be based on a review of available geological and geotechnical data in the project vicinity, and does not include conducting any subsurface investigations for this phase of the project.

Landau Associates will conduct a Phase I ESA for the subject property in general accordance with the American Society for Testing and Materials (ASTM) Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process, E 1527-05 (as currently applied in the State of Washington). This format will meet the requirements for due diligence for property lease or sale under the U.S. Environmental Protection Agency's (EPAs) All Appropriate Inquiry rule. In accordance with the ASTM standards for the Phase I ESA, we will conduct the following:

- Review available aerial photographs, historical maps, topographic maps, city or county maps and street directories, and local historical information to assess past uses of the subject and surrounding properties.
- Review any property files that exist at the Fort Lawton Army Reserve Center Office (including any other applicable Department of Defense Records).
- Interview past owners, operators, and occupants likely to have material information about past and current uses of the subject property.
- Review listings from a subcontracted database service (Environmental Data Resources, Inc.) of confirmed and suspected contaminated sites.
- Contact the local health and fire departments for information they may have on environmental conditions at and immediately adjacent to the subject property.
- Contact state and county agencies, as appropriate, for information they may have on environmental conditions at the subject property and immediately adjacent properties.

Conduct a site reconnaissance of the subject property to visually and physically observe current land use activities and environmental conditions.

Wildlife Protection

Landau Associates will conduct a survey and evaluation of critical wildlife habitat and species that are located on and in the vicinity of the subject property. Prior to field work, we will compile and review environmental information from readily available public domain resources. We will review the following with regard to wildlife protection:

- U.S. Fish and Wildlife Service data bases and mapping
- Washington State Department of Fish and Wildlife Priority Species and Habitat Maps
- Management Plans for specific species that may occur in the area, such as the Great Blue Heron Management Plan

We will also contact city, county, and state agency staff members, as appropriate, for information they may have on the presence of priority species in the project site vicinity. For the field survey, we will walk the project site and as access allows, the surrounding area, within 300 feet of the site boundaries in 100 feet transects. At this time, we understand that the 31-acre site may not support specific habitat resources, but given its location may contribute to a larger habitat resource; therefore, as access allows, we will also conduct a reconnaissance of WDFW identified Bald Eagle and Heron Rookery sites, or other wildlife features, and/or discuss the details of the current usage of these sites with WDFW biologists. The field work will include investigation of critical habitat resources, including type and composition of forest stands, and evidence of species usage of the site and adjoining areas.

Sensitive Areas

Landau Associates will conduct a survey and evaluation of critical areas that are located on and adjacent to the subject property. This work will include evaluation of wetlands, water resources, and significant trees on or near the subject property. Wildlife habitat and steep slopes and other geologic hazards will be evaluated as outlined elsewhere in this document. Prior to field work, we will compile and review environmental information from readily available public domain resources, which will include but not be limited to the following:

- City of Seattle Critical Areas Mapping
- Aerial photographs, historical maps, and topographic maps of the project site and the surrounding area
- Seattle Municipal Code (SMC) Chapter 25.09, Environmental Critical Areas Regulations
- SMC Chapter 25.11, Tree Protection
- The Discovery Park Vegetation Management Plan
- Survey results from the Cascade Land Conservancy under the Green Seattle Partnership
- Any available site specific studies and preliminary redevelopment plans

We will also contact City staff members, as appropriate, for information they may have on environmental conditions at the subject property and immediately adjacent properties. For the field survey, we will walk the project site and the surrounding area within 100 feet of the site boundaries. The field work will include investigation of critical resources, including type and composition of forest stands, wetland indicators, vegetation, and hydrology conditions.

Historic Buildings

According to DAHP standards for intensive-level surveys, HRA will conduct surveys and prepare site inventory forms (with digital photos) for buildings and structures 50 years old or older. HRA will assess each building's significance and integrity according to Secretary of the Interior Standards and recommend whether each building is eligible to the National Register of Historic Places, Washington Heritage Register, or Seattle City Landmarks list.

HRA will conduct research at the state Department of Archaeology and Historic Preservation (DAHP) to gather existing inventory or NRHP, WHR, or landmark listing information within the project area. HRA will augment this information with property information research in the online county database and Puget Sound Regional Archives in Bellevue, and then conduct research at the Seattle Public Library, University of Washington Special Collections, and other relevant repositories as needed. These sources of information will support the historic context and significance statements required as part of the intensive-level survey.

HRA shall prepare historic property inventory forms (HPIs) for buildings and structures within the project area 50 years old or older according to DAHP requirements. If the city requires evaluation for its landmark register, then HRA will include that information in the HPIs and report as well. The HPIs shall be completed to DAHP standards for reconnaissance-level surveys. HRA will also draft a short report that will present the results of research and field investigations, discuss the impact of adverse effects on any historic properties in the project area (if any), and provide general recommendations for treatment or mitigation options should there be an adverse effect. The report will include representative maps of the survey area, a table of resources and recommendations, and images as appropriate.

Opportunities and Constraints/Existing Conditions Report

The Team will prepare a document that summarizes our reconnaissance studies conducted in Task 2 into one Existing Conditions Report. We will develop and present the opportunities and constraints analysis as a part of this report. This report will include graphics depicting the existing conditions and note identified constraints and additional information that is deemed pertinent to the identified opportunities and constraints within the project site. This information is anticipated to assist the City Client Group in determining how they would like to proceed with the next phases of the project.

The Team will produce a series of diagrams and maps to communicate our analysis and understanding of the project site and surroundings. These graphic products will assimilate collected data, and clearly identify opportunities and constraints for redevelopment. Among the issues to be analyzed are: land use, circulation, overall urban design character (districts, linkages, and nodes), and architectural character; development opportunities and constraints; and related site and community issues.

The team will analyze development patterns within the Fort Lawton Army Reserve Center and its surroundings. The following information will be reviewed and summarized for presentation in the Opportunities and Constraints Report:



- Existing Buildings and Land Use
- Environmental Conditions (as provided by the Army and others)
- Circulation System
- Utilities access for parcels in project area
- Existing water availability (onsite and from the City)
- Existing wastewater treatment capacity (from the City)
- Hydrology information
- Local and regional access/circulation patterns
- Housing needs and demand (as provided by other consultants)

TASK 3: PREPARATION OF SITE CONCEPTUAL ALTERNATIVES

Goals and Vision

Based on the information and conclusions of Task 1, a consolidated assembly of goals and vision will be generated. The vision and goal statements will be assembled into a matrix against which programs and alternatives can be measured. This listing will be included in the final Reuse Plan document. The visioning exercise is included in Task 1 of this scope.

Program Alternative Studies

Our Team will develop a process for the City Client Group to review Program Alternatives of key features such as traffic circulation; mix of housing types; site capacity; open space programming; sustainable strategies; existing building reuse; etc.

Our Team will coordinate with the City Client Group to review and evaluate each program alternative against the community and policy makers' goals and objectives, and identify preferred options for further refinement. A formal evaluation matrix will be developed and used to assess strengths and weaknesses according to the attributes and priorities developed throughout the process.

Site Concept Alternatives

Based on the evaluation of the programs identified above, three site concepts will be prepared, incorporating a range of uses from housing, homeless facilities and services, open space and other priorities identified by the stakeholders and community.

Along with other traditional factors, each alternative will also be evaluated for:

- Appropriate low-impact development and sustainability components
- Options for additional access points and circulation enhancements
- Options for open space locations and functions
- Compatibility advantages and/or issues which may result from combining the selected NOI agencies' uses with other uses on the site
- Additional facility or service requirements, both on-site and off-site, for each use
- Alignment with community interests and concerns
- Compatibility with federal requirements

Other products our team will provide include ROM development cost estimates to be borne by each participant, finished housing cost estimates, residual fair market land values for each site concept alternative and an implementation time schedule for each alternative.

Test Parcelization, Conveyance and Disposition Options

The interrelated community input, financial, fiscal, and land use planning efforts will be used to formulate a strategy for disposition of the property with the Army, public and non-profit entities, and with private developers. In an assumed Army public sale/auction scenario, a well-thought out strategy for disposition of the property should be incorporated into the Reuse Plan and will be important to ensuring that the property is developed in a timely and balanced manner. This strategy includes how the property is parceled and how development will be phased. These factors could affect the attractiveness of the development opportunity and the feasibility of selecting a single master developer for the entire property.

Community Workshop: Alternatives Review

Our Team will present the Goals & Objectives and Alternative Development Scenarios at a community workshop (approximately one-half day). The specific format of the workshop will be determined in consultation with the City Client Group, with the intent of facilitating discussion to refine the Goals & Objectives, identify preferred concepts and/or scenarios, and provide direction for subsequent tasks.



TASK 4: DEVELOPMENT OF FINAL PROPOSED REUSE PLAN

Based on the information and conclusions of previous Tasks, in collaboration with the City Client Group, our team will prepare a final proposed reuse plan. The proposed Reuse Plan will likely include features from each of the site concept plans identified in Task 3. Our team will assist the City Client Group in presentation of the proposed Reuse plan to the Community and other stakeholder groups. We will refine the proposed Reuse Plan based on input from the City Client Group as necessary prior to adoption by the Mayor and City Council.

The final proposed Reuse Plan will include at a minimum:

- Summary of conditions related to strategic development
- Visioning plan elements
- Site and land use plan
- Infrastructure improvements, including ROM costs
- Additional facility or service requirements for proposed uses, including off-site issues
- Existing building/housing reuse descriptions and specifications, including ROM costs
- Open space descriptions and specifications, including proposed streetscape improvements
- Non-motorized and motorized transportation improvements, including ROM costs
- Environmental (soils) mitigation, including ROM costs
- Historical and/or heritage recommendations, including ROM costs
- Sensitive area protection recommendations, including wildlife enhancement opportunities
- Sustainable and low-impact development strategies
- Design recommendations for public safety
- Regulatory framework recommendations, including incentive options

Four Task Process to Success		2008							
Task		Apr	May	Jun	Jul	Aug	Sep	Oct	
1 Community Involvement Process		◆	◆	◆	◆	◆	◆	◆	
2 Evaluation of Existing Conditions, Constraints & Opportunities			◆	◆					
3 Preparation of Site Concept Alternatives				◆	◆				
4 Development of Final Proposed Reuse Plan					◆	◆	◆	◆	◆





QUALIFICATIONS AND EXPERIENCE

COLLINSWOERMAN

FIRM PROFILE

We are highly collaborative. Established in 1988, CollinsWoerman is a full-service planning, architecture and design firm. Our talented planners are supported by a staff of 120 architects, designers, entitlements specialists, LEED® Accredited Professionals, CAD specialists, and graphic designers. Every day, we help our clients turn visions into reality. We do this through collaborations in the fields of Community Planning and Design; Strategic Land Use; Economic Development; Commercial, Mixed-Use/Residential, Healthcare, and Science and Technology Architecture; and Interior Design. In addition, we work every day with experts from other professional disciplines to ensure our programming integrates their respective insights.

We bring insight and value to land use planning. We know that strategic land use must balance economic, social, environmental and physical priorities. Planning and designing about \$1 billion of construction every year, we are highly fluent in the skills required to do this. Every day, we guide both public and private sector clients through feasibility, entitlement, and regulatory issues pertinent to land use decisions. Our programming is highly successful in transforming communities and bringing added value to the land.

We are able to see the Big Picture. We are specialists in planning large-scale projects with diverse stakeholders. We work constantly in both the public and private sectors. As a result, we are able to combine and integrate the languages of economics, design, land use, sustainability, regulation, collaboration and outreach. In short, our multi-disciplinary team approaches challenges holistically.

Our specialties match your unique needs. Our leaders are at home in all types of communities. We have over twenty years of experience working with smaller communities and the social challenges related to the impacts of change. Tom Hudson has worked intensively over multiple decades on such local issues as business incubation, downtown revitalization, retention and recruitment. He is keenly aware of redevelopment tools, opportunities and pitfalls facing smaller communities.

Your community is our priority. Our community-based planning style is complemented by deep economic, business, design and stewardship skills to ensure programming is relevant and rewarding to the client partnership. There are many alternative roads to site development. Some could result in destructive change despite being productive by traditional measures. We have the knowledge and experience to help ensure programming respects the priorities of the people and businesses in the Magnolia community.

We listen, learn and teach. We understand that dynamic community involvement creates authentic solutions and a strong sense of ownership for the results of planning. So, while we bring exceptional creativity and tools to the planning table, we strive to tap the collective genius within the people we serve. We are committed to building public trust and enthusiasm through every contact we have with the communities we serve. Our project team possesses truly exceptional facilitation and outreach skills to help achieve this end.



PROJECT EXPERIENCE

New Whatcom Redevelopment, Port of Bellingham WA

CollinsWoerman is currently leading a multi-disciplinary team in long-term strategic planning efforts for the Port of Bellingham. The firm was selected from a national pool of consultants to lead planning efforts for a prominent waterfront site. The work builds upon an earlier study for the area that CollinsWoerman completed for Georgia-Pacific, the owner of a large industrial site on the Bellingham waterfront. The team organized a framework of 12 strategic guidelines for future redevelopment. In recognition of uncertain future conditions and to allow for maximum flexibility, CollinsWoerman comprehensively addressed a 20-30 year build-out timeline in its planning work. The current work for the Port of Bellingham will eventually lead to the creation of a master plan and development guidelines. Together they will define the City of Bellingham for the next 30 years.

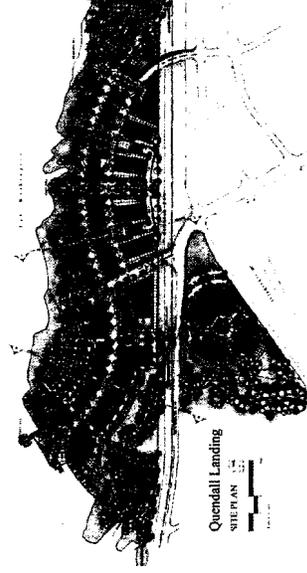


Quendall Landing, Renton WA

As a consultant for Vulcan Inc. and other partners, CollinsWoerman assisted in planning for the development of a waterfront site along Lake Washington and adjacent to Interstate 405. In order to undertake planning for the 68-acre site, CollinsWoerman helped direct an extensive community outreach effort. A significant aspect of the project was the shift from the original concept of a corporate campus to a mixed-use integrated neighborhood. The final plan addressed environmental remediation costs, gauged economic feasibility and determined land use allocations.

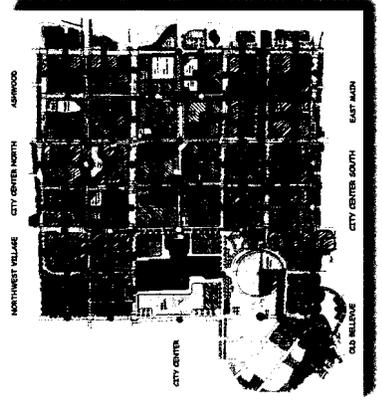
South Lake Union Masterplanning, Seattle WA

For over five years, CollinsWoerman assisted Vulcan Inc. plan for redevelopment of properties it owned in Seattle's South Lake Union neighborhood. A number of projects from this planning work were fully implemented and built, including 2200 (the current Pan Pacific Hotel/Whole Foods site), 428 Westlake, the UW School of Medicine Institute for Quantitative Systems Biology and Seattle Biomedical Research Institute Building. These projects are just a few examples of how CollinsWoerman not only creates a vision, but also helps ensure that vision gets built.



City of Bellevue Downtown Implementation Plan (DIP), Bellevue WA

CollinsWoerman led the City and a wide range of often polarized stakeholders to create an authentic solution comprised of seven distinct mixed-use districts, each supported by amenities and connecting signature streets. The resulting vision enhances downtown Bellevue's position as the heart of the Eastside by creating a more pedestrian-oriented environment that reduces the city's "super block" scale and enhances the identities of its component neighborhoods. Since completing the DIP, CollinsWoerman has gone on to implement a number of large-scale building projects in the City of Bellevue, including 989elements, TEN20, VUE, and Washington Square.



QUALIFICATIONS AND EXPERIENCE

COLLINSWOERMAN



SELECT TEAM MEMBER EXPERIENCE

Community-Based Strategic Town Plan, Ketchum ID

Tom Hudson assisted a highly divided community overcome nearly three decades of inaction to address community development priorities. A core focus of this project was affordable housing and its integration into the community. All planning and implementation was guided by a highly collaborative community-based outreach process. This effort resulted in a high level of trust and participation by the community, elected officials and the private sector.

The Ketchum Downtown Master Plan presented a system of City-guided initiatives to strategically rebalance the physical place, housing, and economy of the community. Tom Hudson guided implementation of the Plan's initiatives including zoning systems, transfer of development rights for historic preservation, form-based code and inclusionary zoning for affordable workforce housing.

Affordable Housing Programs, Ketchum ID

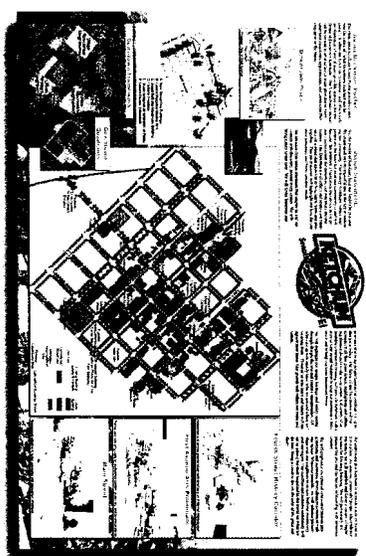
Harold Montiz led City efforts to increase affordable housing in a high property value resort town. He collaborated with local, state and regional Housing Authority's, Land Trusts, private developers and other organizations in the promotion and construction of affordable housing. Harold oversaw development of regulatory code changes to incentivize the creation of affordable workforce housing in several higher density zones within the City. He advocated for and applied streamlined regulatory processes for affordable workforce housing projects.

Community-Based Strategic Town Plan, Nampa ID

Tom Hudson, the City of Nampa, and a team of downtown advocates crafted a Blueprint for restoring vitality to the city's center. The Blueprint set a clear course for collaborative development to attain the vision that Tom helped its citizens establish and embrace. Strongly driven by detailed market analysis, the Blueprint seeks to establish greater economic and social ties with the community, especially young families and seniors – a major segment of Nampa's growing population. Key elements of the Blueprint included enhanced gateways, a system of open spaces, four distinct sub-districts, and a community technology center.

McHanville Master Plan, Blaine County ID

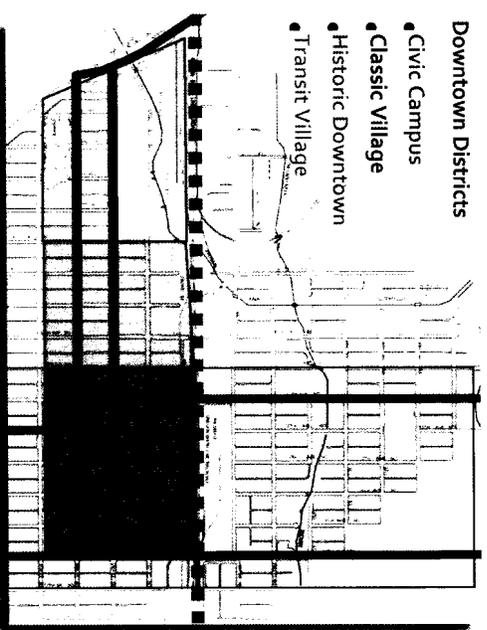
Harold Montiz promoted a regional planning effort with Blaine County and the City of Sun Valley to provide a new vision for an unincorporated county area adjacent to two cities. The area was underdeveloped and had a mix of nonconforming uses and vacant properties. Harold spearheaded a community-based planning process within a contentious neighborhood to create a vision supported by residents, county and city leaders to rezone the area for higher density residential uses including a high proportion of affordable workforce housing, hospital uses, and light industrial uses.



Each of The Blueprint's four distinct and complementary development districts is designed to have its own character, target markets and land use orientation. Together, the four connect to local and regional markets emerging in the western Treasure Valley.

Downtown Districts

- Civic Campus
- Classic Village
- Historic Downtown
- Transit Village





FIRM PROFILE

RBF Consulting is a full service consulting firm founded in California in 1944 that provides planning, engineering, surveying, and related professional services. It is a private corporation that operates from 15 offices in three states.

For the Fort Lawton reuse planning project, RBF's relevant areas of expertise include:

- **Base Reuse** – The RBF Team is experienced in military base closure and redevelopment, including all of the engineering services needed to support planning efforts. RBF is experienced in coordinating interests between government agencies and intended users, overcoming site and jurisdictional constraints, and preparing engineering analyses for proposed development alternatives.
- **Infrastructure** – RBF has staff experienced in all aspects of land development and infrastructure design, from due diligence studies through to preparation of final improvement plans. RBF's civil engineering staff has specialized ongoing experience in the design of water, storm drainage and sanitary systems, as well as coordination experience with utility providers.
- **Community Involvement** – RBF has experience in the design and implementation of the creative public participation approaches that communities need to resolve issues and achieve objectives.
- **Urban Design** – Urban Design Studio (UDS), a division of RBF, is a leader in helping existing communities to become more livable and vibrant. The process reflects a philosophical preference for reducing consumption of non-urban "green lands" by designing urban areas to function more efficiently. UDS integrates the disciplines of town planning, community design, landscape architecture, historic preservation and economic development.
- **Redevelopment** – RBF offers redevelopment planning services to public and private sector clients. Services include land use planning, site planning, specific plans, design guidelines, development standards, government processing, and overall project management.



PROJECT EXPERIENCE

Hamilton Army Airfield Conversion Novato CA

The closure of the Army portion of Hamilton began in 1974. 20 years of controversy, litigation, and public votes followed. In 1993, the City of Novato approached RBF to assist the City in the evaluation of a proposed Master Plan for the Army portion of Hamilton, including the review of the Master Developer's proforma and eventual approval of a Plan for open space, public facilities, 950 residential units, and office and commercial space. In 1994, the City again turned to RBF to assist in the development of a Reuse Plan for the remaining Navy-owned portions of the Base, a challenging task given the short nine-month time frame to complete the Reuse Plan. RBF worked with diverse local interest groups to develop an acceptable Reuse Plan within this time frame, and achieved HUD approval of the project's housing plan.

RBF served as the overall Program Manager for all stages of the Hamilton project. This work included participation in the master developer selection process and negotiations with the Navy on the final purchase price and valuation of the property, negotiations with the selected Master Developer on terms, and coordination on soil remediation issues. In 2000, RBF then acted as an extension of staff to carry plans and tentative maps through the City's entitlement process.

Some of the Hamilton property uses include a future Coastal Conservancy wetland preserve, 88 acres of parks, 2,160 residential units (including 850 affordable units), and public uses such as civic buildings.

QUALIFICATIONS AND EXPERIENCE RBF CONSULTING



**East Garrison Specific Plan and EIR Project
 Monterey County CA**

RBF is currently serving as the project facilitator for the East Garrison Project and is providing strategic, technical, administrative, planning and engineering services. Working for Monterey County and the County of Monterey Redevelopment Agency, RBF is responsible for coordinating, facilitating, and expediting support for processing the various applications and approvals associated with the project. RBF's role includes review of the proposed Specific Plan, environmental reporting, associated infrastructure support plans, and improvement plans, as well as all related transaction agreements. Close coordination between the County, the Redevelopment Agency, the project applicants and the local community is essential to this project.

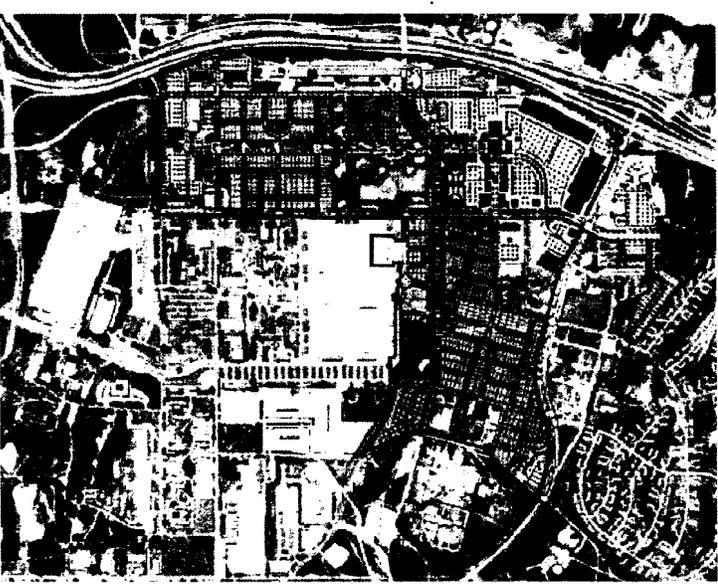


QUALIFICATIONS AND EXPERIENCE RBF CONSULTING



The Dunes on Monterey Bay Marina CA

The Dunes on Monterey Bay, located at the former Fort Ord, is under design as a multiple use development that will complement and enhance the City of Marina as the Gateway to the Monterey Peninsula. RBF is providing policy planning, civil engineering and survey services for this 435-acre project. Significant issues included mapping and conducting studies with reference to old military maps with inaccurate drainage and utility infrastructure. RBF's survey team conducted field investigations, utility research, manhole location, legal descriptions and exhibits for real property transfer and easement creation. The design also addressed complex issues associated with phased construction and interfaces with adjacent properties. RBF implemented strategic water conservation measures that acknowledged limited water availability imposed by a settlement and to satisfy water purveyor issues. RBF worked closely with the City of Marina and submitted all supporting documentation for the EIR and entitlements.



QUALIFICATIONS AND EXPERIENCE

RBF CONSULTING



Naval Training Center (Liberty Station) Redevelopment San Diego CA

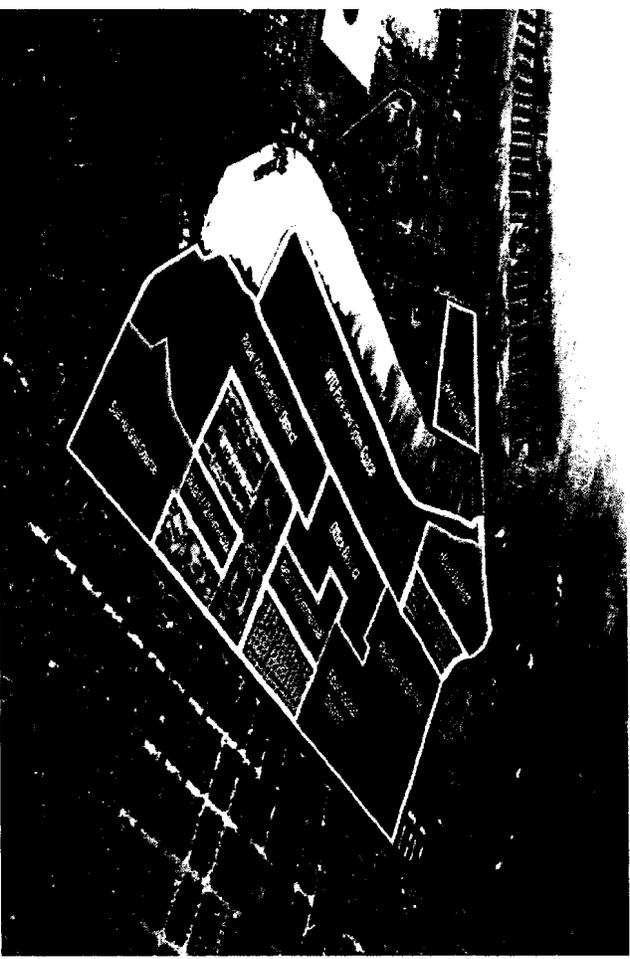
RBF provided civil, water resources, traffic engineering and land surveying services to support engineering studies and final engineering design for this 360-acre redevelopment project at the former Navy base.

Site Development: The development plan includes, among other uses, research-and-development facilities, 129 row homes, 80 single-family homes, parks, open space, a nonprofit arts and culture center housed in 22 historic buildings, and a pedestrian-friendly esplanade.

Structural Evaluations: RBF provided structural evaluations of eight existing 1940s buildings on the historic site to determine whether the buildings satisfy current code requirements for safe occupancy and to provide recommendations for retrofit alternatives where required.

Street and Traffic Improvements: Plans, specifications and estimates were prepared for approximately one and a half miles of roadway including widening, new medians and landscaping, and utility relocations. On-site improvements included the repair of curbs, gutters, sidewalks, drainage and pavement for all interior streets within the 360-acre redevelopment project. Traffic engineering included the modification of three traffic signals, traffic signal inter-connect system, signing and striping, and staged construction.

Drainage and Water Quality: Drainage improvements were designed to protect the numerous existing structures that will remain in the cultural and educational corridors. Hydrology work also included developing measures to protect the water quality of the surrounding Bay and Harbor. RBF prepared a Post-Construction Storm Water Management Plan for the entire 360-acre redevelopment.





QUALIFICATIONS AND EXPERIENCE THE FEAREY GROUP

FIRM PROFILE

The Fearey Group, a woman-owned business in downtown Seattle, was founded in 1980 and is the Northwest's leading public relations and public affairs firm. Widely known and respected for their real estate industry expertise, The Fearey Group leverages more than 27 years of experience in counseling clients throughout all phases and types of real estate development. Approximately 80 percent of The Fearey Group's clients are in real estate and land use.

Known for an ability to make the connection between community, business, and government, The Fearey Group is adept at forging partnerships, educating and engaging audiences, impacting public policy and winning public support. The staff regularly works with city planning departments, local governments and a diverse mix of community and civic groups to understand all aspects of an issue and advance key goals.

Key categories of work include:

Community outreach • Coalition building • Local government relations • Media relations • Crisis communications and issues management

EXPERIENCE

The Fearey Group has developed comprehensive communication strategies for some of the most complex real estate projects in the state, including Vulcan's redevelopment of the South Lake Union neighborhood, the redevelopment of Boeing's real estate portfolio, Children's Hospital's expansion of its Laurelhurst campus, and the Navy's disposition of the Capehart site.

The Fearey Group has also provided community outreach and government relations support for ambitious and successful suburban planned communities such as Redmond Ridge, Snoqualmie Ridge and Northwest Landing. In addition, the Fearey Group has real estate expertise incorporating many different housing types, including workforce (Moda and the Alcyone), market rate (Cristalla, Rollin Street and the LiveHistoric collection), and low-income (BelBoy apartment).

SELECTED PROJECTS

Safeway: The team developed a strategy to overcome a stalled and negative dialogue between Safeway and the community. The Fearey Group developed a unique partnership with the community that met Safeway's goal of gaining support to expand its under-performing store and met the neighborhood's desire for a "green" store that would be a catalyst for pedestrian activity and development.

Port of Seattle's North Bay Project: After being hired by the Port to help with outreach for its North Bay project, the Fearey Group developed and helped implement an aggressive communications program targeted at Magnolia and Queen Anne – the two neighborhoods that looked down on the mostly-vacant 57-acre site. They developed a multi-tiered communications program that started with one-on-one meetings with key neighborhood leaders and grew into a series of community presentations, forums, and consistent communication, such as a neighborhood-wide newsletter and web page.



QUALIFICATIONS AND EXPERIENCE PACIFIC HOUSING ADVISORS

FIRM PROFILE

Pacific Housing Advisors, Inc. (PHA) provides independent consulting services for developers of affordable housing. Its principal and founder, Stephen R. Whyte, has been involved in the development of affordable housing since 1989. Headquartered in Seattle, Pacific Housing Advisors has a reputation for successfully developing projects that require complex financial structuring. PHA has been engaged as the financial advisor or primary technical consultant for more than 100 affordable housing projects located throughout the United States. In addition, PHA's development affiliate, Allied Pacific Development, has developed over 3000 affordable housing units in eight states. Pacific Housing Advisors uses its own proprietary financial models to examine projects for feasibility. Designed specifically for developers, our financial models provide an insightful perspective of the project and its estimated profitability, as well as its potential risks. With expertise in tax-exempt financing, PHA has provided and facilitated every variety of tax-exempt debt, both private and public placements. It has sourced numerous subordinate loans and grants from government agencies, and has a sophisticated understanding of the requirements of both housing credit agencies and the investment community with respect to Federal and state low income housing credits.

SELECTED PROJECTS

PROJECT NAME	LOCATION	INVOLVEMENT
Scenic Vista	Kent, WA	Financial Advisor
Forston	Seattle, WA	Financial Advisor
Rainier Vista	Pacific, WA	Financial Advisor
Russell Square	Missoula, MT	Financial Advisor
Cascade Crossing	Portland, OR	Development Manager
The Park at Emerald Village	Springfield, OR	Development Manager
River Ridge	Missoula, MT	Development Manager
Lake Wood Ranch	Coeur d'Alene, ID	Development Manager
Pier Park	Portland, OR	Developer Consultant
College Glen	Lacey, WA	Developer Consultant
MLK New Look	Tacoma, WA	Consultant
San Juan Commons	Port Townsend, WA	Consultant
Highland Commons	Port Angeles, WA	Consultant
Rotary Center Senior Housing	Lynnwood, WA	Consultant



QUALIFICATIONS AND EXPERIENCE LANDAU ASSOCIATES

FIRM PROFILE

Landau Associates, in operation since 1982, provides geotechnical engineering and design as well as environmental services for public clients on redevelopment projects throughout the Pacific Northwest. The firm's environmental and geotechnical engineering services provide clients with comprehensive support in the earth sciences for development and infrastructure projects from inception through site development. Their environmental services include hazardous and contaminated site cleanup, NEPA and SEPA documentation, cultural resource investigations, wetlands biology, fisheries biology, air and noise modeling, and land use environmental documentation. The firm has six offices in Washington and Oregon and a staff of 100.

EXPERIENCE WITH CITY OF SEATTLE

Landau Associates is currently working with the City of Seattle's Fleet & Facilities Department (Fire Station #2 Environmental Remediation), Seattle Public Utilities (Cedar Moraine Safety Studies and Works Progress Administration Drainage Improvements), City Light (Water Resources at Boundary Dam and Slope Stability Analysis at SR530), and Seattle Department of Transportation (Greenwood Avenue Improvements). The firm provided geotechnical engineering services for the Parks Department on the Magnolia Blvd. slide repair.

HOUSING DEVELOPMENT EXPERIENCE

Currently, Landau Associates is conducting the Phase I and II environmental assessment for the joint King County Housing Authority/Opus Northwest project at Qwest Field's north lot. This former industrial area has creosote and other volatile organic compounds in the soil and groundwater. Landau Associates will be identifying site solutions to accommodate this mixed-income housing development. For the Tacoma Housing Authority, Landau Associates designed low-impact methods of treating stormwater via a drainage swale.

MAJOR PLANNING PROJECTS W/PUBLIC AGENCIES

Landau Associates has built a sound base of experience working with major planning projects in the greater Puget Sound region. Currently, the firm is leading the environmental documentation tasks of the University of Washington North Campus siting study. Landau Associates also worked on the Port of Seattle's North Bay Redevelopment Plan which encompassed the area upland from Terminal 91. Other major planning projects with public agencies include: Jefferson County Master Plan Update Wetland Delineation; Port Gardner Landing Redevelopment for the Port of Everett; a new shipbuilding facility in Mason County; and the Gate 2 Boatyard Redevelopment at the Port of Bellingham.

LOW-IMPACT DEVELOPMENT

Landau Associates understands the importance of sustainable development, while contributing to economic and community development activities by incorporating low impact development (LID) techniques. Their team of engineering and environmental professionals has successfully collaborated together on many projects with clients to incorporate sustainable development and LID practices such as alternative structural fill sources (e.g. recycled glass), bio-swales, permeable paving, pocket wetlands, soil amendments, subsurface facilities, bioretention cells, roof gardens, rain gardens, etc. These practices promote a shared infrastructure, compacts development and preserves open space. A few of these projects include; Brickyard Park & Ride in Woodinville, Aurora Corridor Improvements in Shoreline, Salishan Housing Redevelopment in Tacoma, and the Ebey's Landing Nature Preserve on Whidbey Island.



QUALIFICATIONS AND EXPERIENCE

MIRAI ASSOCIATES

FIRM PROFILE

Mirai Transportation Planning and Engineering, formed in 1998, provides all facets of multi-modal transportation planning and traffic engineering design services. Each of Mirai's senior staff have provided transportation planning and traffic engineering services to local, regional and state agencies in the Pacific Northwest for more than 20 years. The firm's multi-disciplined staff brings experience in both public and private sector transportation planning and traffic engineering design, enabling Mirai to offer innovative solutions and cost conscious service.

Mirai offers multi-modal transportation planning: local and regional plans; travel demand management; non-motorized planning; parking studies; transit planning and design. The company also creates and refines travel demand forecasting models for local and regional applications

Mirai is a state certified, minority-owned engineering firm.

SELECTED PROJECTS

Magnolia Bridge Replacement Project: Mirai evaluated future traffic, pedestrian, bicycle and transit needs associated with various options for replacing the earthquake-damaged Magnolia Bridge in Seattle.

University of Washington, Tacoma Campus Master Plan: Mirai is currently developing a parking and traffic circulation study of campus development plans for the UW Tacoma campus. The analysis will look at expected traffic impacts, potential changes in traffic circulation patterns and parking and housing options to promote the campus's development.

Northgate Coordinated Transportation Investment Plan (CTIP): Mirai assisted Seattle's DOT in developing an area-wide comprehensive transportation plan that includes multi-modal transportation improvements for the Northgate urban center.

Northgate Rezone EIS: Mirai analyzed the traffic and circulation for various levels of housing, office and commercial development associated with a proposed zoning change along Seattle's NE Northgate Way corridor.

Southeast Transportation Study (SETS): Mirai completed the 2030 traffic forecasts and project recommendations for Seattle's Southeast Transportation Study. This included extensive changes to intersections and roadways to promote transit, pedestrian and bicycle mobility.

University Area Transportation Action Strategy (UATAS): Mirai led a transportation planning study for the City of Seattle, to identify improvements and strategies for pedestrians, bicycles, transit, carpools/vanpools and vehicles.



QUALIFICATIONS AND EXPERIENCE

HISTORICAL RESEARCH ASSOCIATES

FIRM PROFILE

Since 1974, Historical Research Associates (HRA) has provided consulting services for public and private clients in cultural resource management, litigation support, and historical research.

For the past 34 years, HRA has provided a full range of cultural resource management (CRM) services for transportation, military and energy clients, federal and state government agencies, and commercial and residential developers. The firm's CRM services help clients meet the requirements of Sections 106 and 110 of the National Historic Preservation Act and the National Environmental Policy Act, as well as state legislation.

HRA has 14 archaeologists who meet the Secretary of the Interior's qualifications in archaeology, and 10 historians who meet the qualifications in history and/or historic preservation. Each HRA office maintains a laboratory designed to process, analyze, catalog and provide temporary storage for any artifacts recovered during field investigations.

HRA's experience with compliance projects includes inventory and evaluation of cultural resources in land areas with a variety of logistical challenges. The firm has also assisted in the identification of creative and less traditional mitigation options that effectively address the significance of a resource and the nature of the proposed undertaking. These projects have provided HRA archaeologists and historians with an understanding of the range of cultural resources that may be encountered in rural and urban areas.

SELECTED SERVICES OFFERED BY HRA INCLUDE:

- Archaeological site and historical resources eligibility assessment/evaluation
- Site protection plans
- Archaeological and historical background research
- Inventory and resource recording
- Artifact processing and analysis
- Tribal consultation
- Preparation of compliance reports
- Unanticipated discovery plans



Harold Moniz
CollinsWoerman, Project Manager

Harold Moniz has over 17 years of experience directing planning, revitalization and economic development efforts for municipalities and organizations in the Pacific Northwest and central Idaho region.

He has specialized knowledge of government procedures, operations and considerations within the planning process. Harold has worked with transportation-oriented master plans, acquisitions, entitlements, partnerships, affordable housing, major land use crisis mitigation, regional planning efforts, and community-based development.

- Professional Community and Economic Developer (PCED), Community Development Institute
- Bachelor of Science, Environmental Science, Washington State University, Pullman, WA (1979)
- Planning Director, City of Ketchum, ID (1999-2007)

SELECTED EXPERIENCE

Affordable Workforce Housing

Led City efforts to increase affordable housing in a high property value resort town. Collaborated with local, state and regional Housing Authorities, Land Trusts, private developers and other organizations in the promotion and construction of affordable housing. Oversaw development of regulatory code changes to incentivize the creation of affordable workforce housing in several higher density zones within the City. Advocated and applied streamlined regulatory processes for affordable workforce housing projects. Ketchum ID

YMCA Recreation Facility

Created public/private partnership with the YMCA to shepherd through various City processes to obtain design review approval and a building permit during significant public opposition for construction of a \$25 million recreational facility. Ketchum ID

Ketchum Downtown Master Plan

Led a government and consultant team to develop a new downtown vision, create economic development opportunities and revitalize the downtown core. The Master Plan addressed building height and densities, affordable workforce housing, streetscape improvements, way-finding and signage, transportation and circulation priorities, parking and historic preservation. Ketchum ID

Warm Springs Base Area Master Plan

Directed a team of design consultants to provide the tools the community needed to create a new vision for the Warm Springs ski base area. Ketchum ID

Form-based Code Adoption and Implementation

Developed a new, leading edge, regulatory code brought forward through the Downtown Master Planning process. Refined the regulatory code and worked with the Planning and Zoning Commission and City Council to adopt key new strategies for downtown development. Ketchum ID

Transportation Master Plan

Worked with a transportation engineering consultant to complete an overall Transportation Master Plan for the City. Ketchum ID

Downtown Parking Master Plan

Collaborated with parking consultants to map-out future parking strategies for the downtown area, including addressing controversial issues such as paid parking. Ketchum ID

Idaho Rural Partnership Review Team

Recruited member of a four-person strike force for the Department of Commerce to advise City of Stanley leadership on issues and opportunities during a major land use crisis. Stanley ID

Mchanville Master Plan

Regional planning effort with Blaine County and City of Sun Valley to provide a new vision for an unincorporated county area adjacent to two cities. The area was underdeveloped and had a mix of non-conforming uses and vacant properties. Involved in a community-based process to create a vision supported by residents, county and city leaders to rezone the area for higher density residential uses, hospital uses, light industrial uses, and affordable workforce housing. Blaine County ID



Tom Hudson
CollinsWoerman, Principal

Tom Hudson is a town and regional planner with 27 years of experience in the Pacific Northwest. He is a specialist in land use planning, community-based strategic planning and economic development. Since 1985, he has been devoted to improving communities' combined economic vitality and quality of life. Tom has consulted with leaders from over seventy-five towns and counties in the western U.S. and Hawaii. He is often hired to help businesses, communities, and regional associations create and implement land use plans. This work has given him extensive experience in facilitating and funding locally appropriate development processes. His expertise in feasibility analysis, market research and broad knowledge of development tools has helped ensure that these plans are successful. Having directed three community development nonprofit organizations, he has the practical knowledge to guide clients through the intricacies of program management.

Tom combines his technical expertise with a focus on diplomacy and communication. He is equally comfortable working with community groups, government agencies, Native American Tribes, legislators, business owners and developers. He is an expert facilitator known for his high energy, humor, sensitivity and team-building techniques.

- Certified Main Street Manager (CMSM), National Main Street Center, National Trust for Historic Preservation, Washington D.C. (1993).
- Ph.D. Candidate, Urban Planning, University of Washington, Seattle, Washington (1989). All requirements completed except dissertation.
- Fellow, Urban Land Institute (1989).
- Masters of International Management (MIM), Honors, American Graduate School of International Management, Phoenix, Arizona (1978).
- Bachelor of Arts, Anthropology (Archaeology), University of Idaho, Moscow, Idaho (1975).

SELECTED EXPERIENCE

Downtown Master Plan, City of Ketchum ID

Strategic Design Program, Redmond WA

Downtown Development Strategic Plan, Bonners Ferry ID

Community-Based Strategic Downtown Plan, Twin Falls ID

Downtown Revitalization Strategic Plan, Chewelah WA

Downtown Redevelopment Strategy, Kennewick WA

Downtown Master Plan, Roseburg OR

Executive Director, Waimea Main Street Program, Waimea HI

Executive Director, Hilo Main Street Program, Hilo HI

Uptown Redevelopment Project, Kellogg ID

Downtown Redevelopment Plan, Port Townsend WA

Industrial Development Strategic Plan, Boundary County ID

Silver Valley Strategic Development Plan, Shoshone County ID

Miller Creek Development Plan, Missoula MT (Public Process)



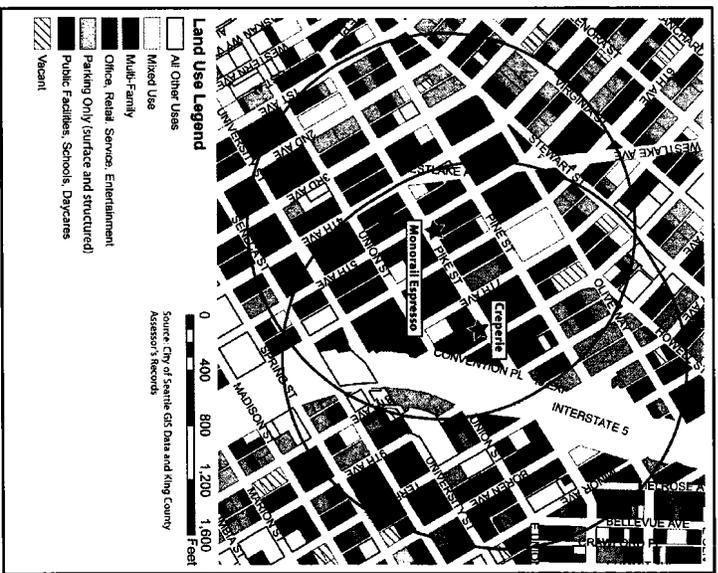
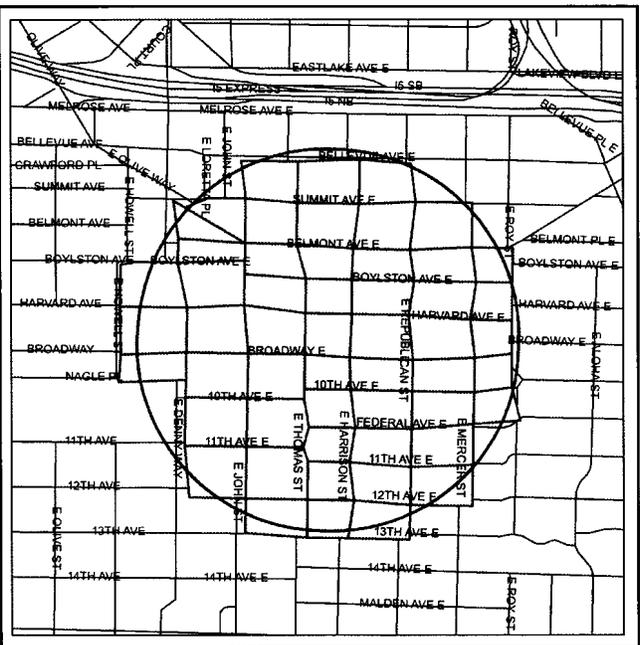
**Andy Fenstermacher
 CollinsWoerman, Assistant Planner**

Andy recently graduated from the University of Washington with a Master's Degree in Urban Planning, Certificate in Urban Design. Andy has a Bachelor's Degree from Fordham University (New York, NY) in Visual Arts and has worked with the City of Seattle Department of Planning & Development.

- Trained graphic specialist in ArcGIS, Adobe Creative Suite
- Talented designer capable of preparing maps, illustrations and graphics
- Experienced researching key planning elements, zoning, and urban uses
- Assisted with the City of Seattle's Growth and Land Capacity Report (2007)

Andy will provide essential research and graphics assistance under the guidance of Harold and Tom.

Examples of graphics prepared by Andy for previous projects.





Larry Leland
CollinsWoerman, Senior Architect

Larry Leland has 30 years of professional architectural experience in institutional, commercial, high technology, educational, residential and hospitality projects. Prior to joining CollinsWoerman, he served as a senior technical architect with Space LLC (1999-2002) and as Principal Architect for Johnson Architecture and Planning (1989-1999).

- Registered architect in Washington (1988)
- Honor Award, Washington Trust for Historic Preservation
- Member, American Institute of Architects. Member, State Building Code Council's Technical Advisory Group.
- Graduate Studies in Architecture, University of Washington (1979-1982)
- Bachelor of Arts, Environmental Design, University of Washington (1971)

SELECTED COLLINSWOERMAN EXPERIENCE

2200

One million sf project includes 93,000 sf retail, 260 residential units, and a 160-unit five-star hotel. On-site amenities include a grocery store, restaurants, and numerous retailers and services. Seattle WA

Alexan Green Lake

Four-story, 205-unit mixed-use project on a highly visible site adjacent to Seattle's Green Lake Park. Seattle WA

Pritchard Building - State Capitol Campus

Pre-design study to develop design strategy for converting the building to public and legislative uses. Study completed in collaboration with Barnett Schorr Architects. Olympia WA

Harbor Properties

Seattle Biomedical Research Institute Building

New 120,000 sf building suite for biomedical research with 15,000 sf of ground floor retail space in a five-story building. Includes 53,000 sf research lab and administrative space for SBRI. Seattle WA

SELECTED PREVIOUS EXPERIENCE

Biltmore Hotel

Renovation of 1923 grand hotel. Los Angeles CA

Second & Pine Building

Adaptive re-use of abandoned, 1920's downtown office building into 42 affordable apartments with street-level retail. Seattle WA

Washington State Legislative Building

Three-phase, \$2.5 million interior refurbishing of major public and ceremonial spaces in State Capitol. Olympia WA

Seattle Central Community College, Fine Arts Building

Renovation of former Masonic Temple to accommodate College's Fine Arts programs. Seattle WA

Seattle Central Community College, Seattle Vocational Institute

Complete building renovation, including systems and seismic improvements. Seattle WA

University of Washington, Administration Building

Program phase prior to complete interior renovation. Seattle WA



Al Zelinka
RBF Consulting, Principal

Al Zelinka is a registered planner with the American Institute of Certified Planners with over 17 years of urban planning and design experience. He has developed his planning career to improve and revitalize neighborhoods, commercial districts and downtowns. His practice in urban design and planning has expanded to include a unique and important dimension of community livability: public safety through urban design. On this subject he has authored numerous publications, co-authored a book for the American Planning Association (APA) entitled SafeScope: Creating Safer, More Livable Communities Through Planning and Design, and has made dozens of presentations to professionals and elected officials. Using royalties from the publication of SafeScope, Al established the first scholarship endowment for planning students at Northern Arizona University.

Al recently co-authored an APA Report with Susan Harden, entitled Placemaking On A Budget. He has been a speaker for the National Main Street Center, Urban Land Institute, American Planning Association, Neighborhoods USA and the Congress for the New Urbanism, among many other organizations. Al has instructed at Cal State Long Beach, Cal Poly Pomona, UC Irvine and UC Davis. In an effort to bring together professionals in community design, public safety, crime prevention, and public health, he co-founded the Redefining Community/Smart Growth conferences with Penn State University and the Local Government Commission. Al has several years of experience as a board member for the Northern Arizona University National Alumni Association, American Planning Association chapters and Big Brothers/Big Sisters of America chapters. Al entered the planning profession to "make a difference" in communities, and continues to subscribe to this philosophy today.

SELECTED EXPERIENCE

- Nelcott Design Charrette**, Lincoln City OR
- Citywide Design Guidelines**, Fort Bragg CA
- Downtown Master Plan**, Ketchum ID
- Downtown Enumclaw Streetscape**, Enumclaw WA
- Chewelah Re-Generation: Downtown Revitalization and Traffic Movement Plan**, Chewelah WA
- Old Town Yucca Valley Specific Plan & SRE2 Streetscape Plan**, Yucca Valley CA
- Pasadena Green Building Outreach and Education Program**, Pasadena CA
- Design Guidelines**, Placer County CA
- Downtown Sierra Madre Design Guidelines**, Sierra Madre CA

- American Institute of Certified Planners (1994)
- Certified Main Street Manager (2000)
- Professional Certificate in Community Economic Development (2004)
- Master of Regional Planning, Cornell University (1991)
- Bachelor of Science, Public Planning, Northern Arizona University (1989)



**Kenneth H. Bell, P.E.
RBF Consulting, Vice President, Director of Public Works**

As a Vice President and Director of Public Works, Kenneth Bell is responsible for the direction of major public works and planning programs in support of federal, state and local agencies. With extensive experience in the public sector, Kenneth brings to RBF an extensive knowledge of facilities and municipal engineering and construction management. His expertise enables him to readily analyze complex situations for public agencies and focus on the key elements necessary to achieve the solutions to problems.

- Registered Civil Engineer in California (1981) and Maryland (1971)
- Fellow, Society of American Military Engineers
- Master of Science, Civil Engineering, Princeton University (1970)
- Bachelor of Science, Civil Engineering, Princeton University (1969)

SELECTED EXPERIENCE

Alameda Point Naval Air Station Reuse Plan, Alameda CA

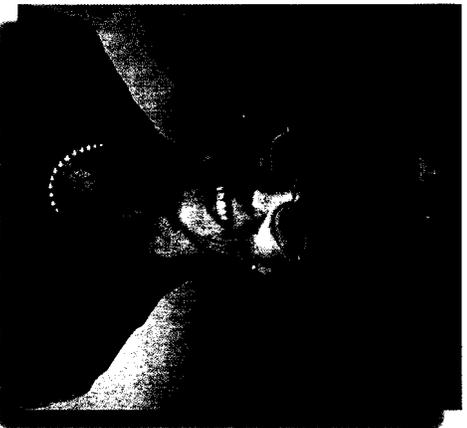
Program Management for Redevelopment of Hamilton Air Force Base, Marin County CA

Tustin Legacy – Marine Corps Air Station Redevelopment, Tustin CA

University Villages – Fort Ord Redevelopment, Monterey County CA

Fagan Canyon Residential Development, Ventura County CA

Cherry Point Naval Complex, Cherry Point NC



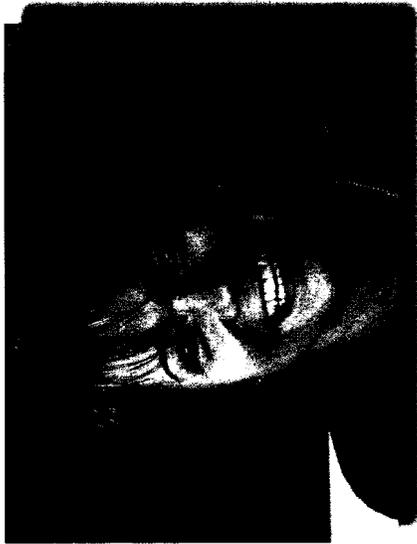
Margit Allen, AICP
RBF Consulting, Planner

Margit Allen has extensive planning experience encompassing a broad array of projects including Specific Plans, Military Reuse Plans, General Plans, design guidelines, development feasibility analysis, and environmental planning. Margit's planning experience includes management of numerous land use planning and entitlement efforts for both the public and private sector. She brings to projects a strong background in policy planning, landscape architecture, current planning and land planning. Margit has extensive experience providing planning services as an extension of public agency staff. Her duties have included the review and management of policy planning projects, and review of development submittals for adequacy and compliance with codes and regulations.

- Member, American Institute of Certified Planners (1991)
- Masters of Landscape Architecture, California Polytechnic University (1987)
- Bachelor of Arts, Biology, University of California San Diego (1980)

SELECTED EXPERIENCE

- Tustin Legacy – Marine Corps Air Station Redevelopment**, Tustin CA
- Hamilton Air Force Base Master Plan and Reuse Plan**, Marin County CA
- Alameda Point Naval Air Station Reuse Plan**, Alameda CA
- Hamilton Army Airfield Reuse Plan**, Marin County CA



Natalie Price The Fearey Group, President

As President of The Fearey Group, Natalie Price provides public relations and public affairs strategy and results-oriented planning for several clients. With more than 15 years of experience in developing and leading value-added public relations and marketing programs, Natalie Price has developed a reputation for providing strategic counsel and delivering solid results that advance business objectives. She heads up public relations for Vulcan Inc. where she and her team have developed communications strategies and marketing programs to support the company's goal to entitle and redevelop 60 acres in Seattle's South Lake Union neighborhood. Through a strategic multilevel outreach program, Natalie Price helped neutralize opposition and build political and community support among elected officials, major stakeholders and other key constituencies. She also directed the "Build the Streetcar" campaign that supported a new streetcar line in downtown Seattle. A combination of coalition building and community, media and government relations services resulted in a unanimous vote by the Seattle City Council to proceed with the Seattle Streetcar.

In addition to leading the Vulcan account, Natalie Price heads public relations activities for Children's Hospital & Regional Medical Center, Virginia Mason, Murray Franklyn, Stellar Holdings and others.



Natalie Quick
The Fearey Group, Sr. Vice President and Director of Public Affairs

As Senior Vice President and Director of Public Affairs, Natalie Quick provides media counsel, public affairs and community outreach for several complex, high profile clients. Her straightforward counsel, problem solving and community outreach savvy helps clients successfully navigate through the maze of communications and political environments associated with a given project.

Natalie Quick served as campaign manager for the successful "Build the Streetcar" campaign, which in just two years went from concept to citywide coalition and opened in December 2007 with support of the Mayor and City Council. She also provides media relations and community outreach counsel for clients that include Safeco Field's Public Facilities District, the Urban Land Institute, Children's Hospital and Regional Medical Center, Meydenbauer Center and Safeway.

She is a graduate of Western Washington University with a BA in Journalism, where she served an appointment by former Gov. Gary Locke to the university's Board of Trustees. She is an Executive Board Member of the Urban Land Institute (ULI) and a recent graduate from the MIT/Harvard Public Disputes Program, a facet of the Program on Negotiation at Harvard Law School. In 2007, Natalie was named one of the Puget Sound Business Journals' "40 Under 40."





Gregory M. Dunfield
Pacific Housing Advisors, Director

Gregory M. Dunfield provides financial and development consulting services to housing developers in the Western United States and plays a leading role in pursuing the company's own development opportunities. He joined Pacific Housing Advisors in 1999 after four years as Director of Development with Pacific Harbor Capital, later known as Lennar Affordable Housing, in Portland, Oregon. Gregory has worked for more than 13 years in the affordable housing industry, first as a developer, and then as a consultant, overseeing both new construction and renovation/rehabilitation projects. Gregory has extensive direct experience with the many programs and funding sources available to affordable housing projects, including Low Income Housing Tax Credits, State and Historic Tax Credits, Tax Exempt Bonds, HUD rental assistance, HOME, CDBG, FHLB and other local grant funding. He specializes in optimizing multi-source, public/private financial structures using a combination of public funding sources and other private capital.

- Director of Development, Lennar Affordable Housing, Inc. (Pacific Harbor Capital) Portland, OR (1994-1999)
- Bachelor of Arts with Honors, Urban Development Program, University of Western Ontario (1991)



David Fischer
Landau Associates, PE.

Dave Fischer, PE., is a senior associate with 30 years of geotechnical and environmental engineering experience at commercial, industrial, and waterfront sites. His experience includes developing and implementing geotechnical and remedial investigations, feasibility studies, remedial designs, and project management. Dave has also worked on numerous projects involving the use of geosynthetic materials for various stability, drainage, and waste containment applications.

SELECTED EXPERIENCE

- Port of Bellingham New Whatcom Redevelopment EIS**, Bellingham WA
- Valley View Estates Development**, Tukwila WA
- Port of Seattle, North Bay Redevelopment Plans**, Seattle WA

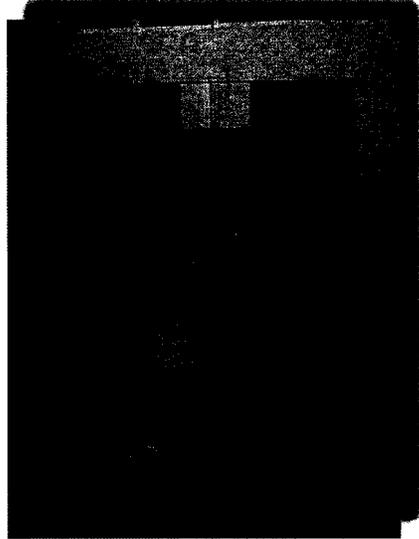
Shannon Khounnala
Landau, Senior Environmental Scientist

Shannon Khounnala is a senior environmental scientist with more than 12 years of experience in the evaluation of critical area habitats. She is familiar with federal and state regulatory requirements and local wetland and critical area ordinances. Shannon has managed numerous wetland delineation projects, functional assessments, and assisted with the design and implementation of long term mitigation monitoring projects throughout the region. Her project experience includes the identification and planning of project areas that contain critical habitat. Shannon is a Certified Noise Abatement Specialist and can assist with construction timing schedules for sites that support Threatened and Endangered Species within an urban setting.

SELECTED EXPERIENCE

- Chiwawa Loop Road Spotted Owl Habitat Biological Assessment Noise Analysis**, Chelan County WA
- Howard Hansen Fish Passage and Habitat Study**, Enumclaw WA
- Issaquah High Point Trail**, Issaquah WA





Anthony Katsaros
Landau Associates, Planner

Anthony Katsaros is a planner with over 16 years of experience in environmental review, comprehensive planning, economic impact analysis, municipal annexations, and development services. He has been project manager for the preparation of National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) environmental documentation and for the compilation of Comprehensive Plans complying with the Washington State Growth Management Act (GMA). He has prepared variance and rezone applications, facilitated municipal annexations, and conducted development site feasibility studies, land use inventories, and land capacity analyses.

SELECTED EXPERIENCE

Port Townsend Paper Company Conservation Easement – Conceptual Feasibility Analysis,
Jefferson County WA

Rainier Vista Redevelopment, NEPA/SEPA EIS, Seattle WA

Magnolia Bride Replacement NEPA/SEPA EIS, Seattle WA



John Davies, AICP, PTP
Mirai Associates, Senior Associate

John Davies is a transportation planner specializing in comprehensive planning, subarea plans, geographical information systems, and transit planning. He has over 15 years of consultant experience, working with both public and private clients. John was the project manager for the award-winning Bainbridge Island Non-Motorized Transportation Plan, and he also co-managed the Island Wide Transportation System Plan for Bainbridge Island. He also has recent pedestrian and bicycle planning experience for the Cities of SeaTac and Snohomish County. John has been the manager of multiple transportation projects and tasks in situations requiring a high level of public involvement and review. He also brings a strong understanding of many different impact mitigation programs as a result of conducting traffic impact analyses for numerous private sector clients, including commercial and residential developers.

- AICP Certified Planner 1997
- ITE Certified Professional Transportation Planner 2007
- Master of Land Use Planning –Transportation Concentration, University of Washington
- BS, Environmental Policy Analysis and Planning, City and Regional Planning Emphasis, University of California at Davis

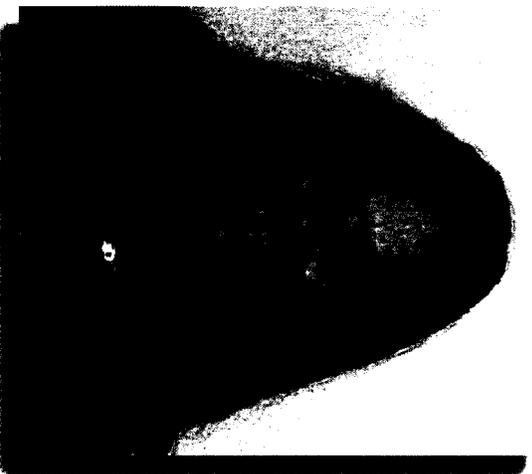
SELECTED EXPERIENCE

- Kirkland Market Street**
- Kent Transportation Master Plan**
- Bainbridge Island - Non-Motorized Transportation Plan**
- Bainbridge Island - Island Wide Transportation System Plan**
- Winslow Sub Area Plan/EIS**
- Bothell Transportation Plan**



Howard Wu, AICP
Mirai Associates, Senior Transportation Planner

Howard Wu connects transportation and urban design issues in projects ranging from an individual development to a regional transportation network. A trained architect with graduate degrees in civil engineering and urban planning, he has worked on transit station area and facility designs in Boston and is currently assessing transportation needs in Downtown Seattle. Howard recently assisted in identifying non-motorized and vehicular needs for the City of Monroe and he is currently assessing the needs of all users along the NE 132nd Street Corridor in Kirkland. Howard is a member of the Seattle Pedestrian Advisory Board (SPAB) and is the liaison for the board to the Seattle Bicycle Advisory Board.



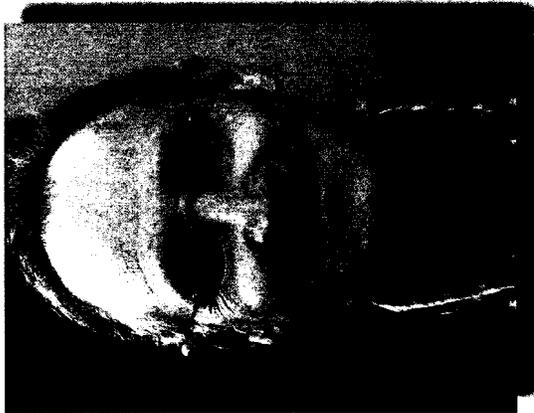
Heather Lee Miller
Historical Research Associates, Associate Historian

Dr. Heather Lee Miller conducts detailed historical and legal research and writing, works on cultural resource management projects, and participates in ethnographic studies. In addition to her academic education and training in Section 106 and 110 compliance procedures, Heather has extensive experience conducting research in national, state, and local archives, museums, and libraries, as well as online sources. As an associate historian and project manager for HRA since 2005, she has conducted historic resource inventories, building evaluations, and architectural histories. She has also performed archival and government documents research, conducted cultural/historical field surveys and oral histories, written HABS/HAER documentation and National Register nominations, and prepared narrative histories and historical context statements. Heather is well acquainted with state and federal guidelines and standards pertaining to architectural surveying and documentation and has prepared Washington and Oregon historical property inventory forms for numerous HRA projects.

- Expertise in Section 106 compliance, cultural resource management and social and cultural history
- Ph.D., History, 2002, The Ohio State University
- M.A., History, 1996, University of Oregon

SELECTED EXPERIENCE

Archaeological and historical investigation at Jackson Avenue/Kennedy Marsh, Fort Lewis
Evaluation, eligibility determination, and mitigation of impacts to historic properties, Fort Lewis
Washington Portland Cement Company Historic District Historic Structures Report and HABS/HAER documentation, Concrete WA
Municipal Water Tank HABS/HAER Documentation, Seattle WA



Henry Charles Kunowski Historical Research Associates, Architectural Historian

Henry Charles Kunowski's experience in architecture, historic preservation and cultural resource management began while working for the City of Eugene, Oregon as the preservation planner administering the City's Certified Local Government Program (CLG). In 1989 he joined the Oregon State Historic Preservation Office as the Historic Preservation Fund (HPF) Grants Manager, later moving on to other SHPO programs such as Acquisitions and Development, CLG Coordinator, and Section 106 and 110 Compliance. Henry worked for the Oregon Parks and Recreation Department as the CRM Coordinator and Project Manager for planning and development. From 2003 to 2007 he worked for the City of Portland Parks & Recreation Bureau as Program Manager for urban renewal area park planning and development.

- Expertise in building condition assessment, historic building rehabilitation, preservation education and outreach, and grants and project development
- Section 106 & 110 Compliance
- Bachelor of Architecture, 1978, University of Oregon

SELECTED EXPERIENCE

Historic research for images used on wayfinding signs, Ketchikan AK

Fort Lewis Expansion Project, Pierce County WA

Rothschild House Historic Structures Report with treatment Strategies and Cultural Landscape Assessment, Jefferson County WA



Estimated Availability During Contribution to the Project		
(This amount will vary depending on the task)		
Firm	Team Member	% of Person's Overall Time
CollinsWoerman	Harold Moniz	30-40%
	Tom Hudson	15-25%
	Andy Fenstermacher	30-40%
RBF Consulting	Al Zellinka	10-15%
	Margit Allen	10-15%
	Ken Bell	10-15%
The Fearey Group	Natalie Price	10-20%
	Natalie Quick	10-20%
Pacific Housing Advisors	Greg Dunfield	10%
	Corey Baldwin	10%
Mirai Associates	John Davies	20%
	Howard Wu	20%
Landau Associates	David Fischer	5%
	Shannon Khounnala	5%
	Jessica Hayden-Spear	15%
	Kathryn Hartley	20%
	Other Supporting Staff	5%
Historical Research Associates	Heather Miller	10%
	Henry Kunowski	5%
	Anne Gillespie	10%
	Leigh Cutler	10%
	Gretchen Kaehler	5%



Fort Lawton Army Reserve Center Reuse Plan

Proposed Budget

Task 1 - Community Involvement Process	\$ 197,685
Task 2 - Evaluation of Existing Conditions, Constraints and Opportunities	
Task 2a - Evaluation of Existing Structures (per each building)	\$ 25,615
Task 2b - Evaluation of Existing Infrastructure	\$ 69,550
Task 2c - Evaluation of Site Characteristics	\$ 57,120
Task 2d - Background Housing Information	\$ 18,035
Task 3 - Preparation of Site Concept Alternatives	
Task 3a - Goals and Vision Setting	\$ 64,000
Task 3b - Program Alternative Studies	\$ 42,020
Task 3c - Preparation of Site Concept Alternatives	\$ 100,348
Task 4 - Development of the City's Final Proposed Reuse Plan	\$ 66,560
Expenses	\$ 41,500
Total budget	\$ 682,433



HOURLY RATES



COLLINSWOERMANN

Principal (Collins, Woermann)	\$250
Principal	\$225
Director	\$225
Designer II	\$115
Designer III	\$95
Sr. Project Manager	\$145
Project Manager I	\$125
Technical Architect	\$125
Architect I	\$115
Graphic Designer II	\$90
Marketing Writer	\$90
Sr. Project Administrative	\$65
Project Administrator	\$50
Senior Planner	\$145
Planner	\$115
Assistant Planner	\$95

RBF CONSULTING

Senior Principal	\$250
Principal	\$230
Project Director	\$210
Senior Project Manager	\$198
Project Manager	\$185
Senior Planner/Senior Engineer	\$155
Landscape Architect	\$145
Project Planner/Project Engineer	\$140
Design Engineer/Sr Designer/Mapper	\$128
GIS	\$116
Designer/Planner	\$111
Graphic Artist	\$94
Design Technician	\$92
Assistant Engineer/Planner	\$88
Engineering Aide/Planning Aide	\$71

PACIFIC HOUSING ADVISORS

Director	\$250
Associate	\$125

LANDAU ASSOCIATES

Senior Associate	\$150
Senior	\$120
Senior Project	\$110
Project	\$100
Senior Staff	\$90
Senior CAD/GIS/Staff	\$80
Assistant/Senior Technician/CAD/GIS	\$70
Project Coordinator	\$65
Support Staff	\$52

MIRAI ASSOCIATES

Principle-in-Charge	\$188
Project Manager	\$121
Project Engineer	\$92

HISTORICAL RESEARCH ASSOCIATES

Project Manager	\$90
Architectural Historian	\$77
Research Historian	\$60
Historical Archaeologist	\$72

THE FEAREY GROUP

Chairman/CEO	\$300
President	\$275
Senior Vice President	\$250
Vice President	\$225
Account Supervisor	\$210
Senior Account Executive	\$190
Account Executive	\$180
Account Coordinator	\$145
Production	\$85



REIMBURSABLE EXPENSES:

Compensation for Reimbursable Expenses incurred by CollinsWoerman in connection with the Project shall be based on amounts invoiced to CollinsWoerman, plus ten percent (10%). The following list is not intended to be all inclusive but rather a list of the most common reimbursable expenses:

1. Long distance communications and facsimiles
2. Fees paid for securing approval of authorities having jurisdiction over the Project
3. Reproductions and CAD plotting
4. Color plotting
5. Couriers, postage and handling of documents
6. Parking, mileage and transportation expenses associated with the Project
7. Accommodations and meals associated with the Project
8. Renderings, models and mock-ups and special samples requested by the Owner
9. Expense of additional insurance coverage or limits, including professional liability insurance, requested by the Owner in excess of that normally carried by the Architect and the Architect's consultants.





EXCEPTIONS

EXCEPTIONS

There are no exceptions taken to the City's Standard Form of Consultant Contract as shown in Appendix C.





February 14, 2008

Mr. Dave Barber
CITY OF SEATTLE
Fleets & Facilities Department
P.O. Box 94689
700-5th Avenue, Suite 5200
Seattle, WA 98124-4689

Ref: Letter of Intent – Reuse Planning for Fort Lawton Army Reserve Center

Dear Mr. Barber,

The joint team of **RBF Consulting (RBF)** and **Collins Woerman** is excited at the opportunity to submit a full proposal to the City of Seattle for Reuse Planning at the Fort Lawton Army Reserve Center. We intend to submit a proposal highlighting our Team's qualifications and ability to complete this important planning project for the City of Seattle, on time and within budget.

Our Team has specific knowledge of the military and Base Realignment and Closure (BRAC) property disposal process and expertise in Specific Plans and Community Reuse Plans. Using knowledge attained from previous project experience, we have the ability to gain consensus and create successful public participation programs. In addition, our Team has expertise in SEPA and NEPA environmental processes, as well as familiarity with the OEA funding process.

We look forward to submitting our complete proposal demonstrating the benefits the City of Seattle will receive by selecting our Team of experts.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Kenneth H. Bell".

Kenneth H. Bell, PE
RBF Consulting
Vice President, Director of Public Works

A handwritten signature in black ink, appearing to read "Tom Hudson".

Tom Hudson
Collins Woerman
Principal

COLLINSWOERMAN

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SUITE 1400

SEATTLE, WA 98104

206 245 2100

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